

# **Directions Australia: Virtual Learning Platform (VLE)**

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## **FINAL REPORT**

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**Provision of Service**  
**28<sup>th</sup> August – 11<sup>th</sup> October 2010**

**Client:** Directions Australia, Sydney, NSW Australia

This report was prepared by Alexander Hayes  
Operations Manager EDUPOV Pty. Ltd.

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## **1.0 Executive Summary**

EDUPOV Pty. Ltd. have been contracted by Directions Australia to Project Manage the “Virtual Learning Platform” in consultation with key internal and external stakeholders over a 32 day period (6 calendar weeks) to result service on scope as noted in the Project Brief submitted for approval on August 23<sup>rd</sup> 2010.

A set of expectations to be known as ‘deliverables’ were received that inform the Contract for Service (1) and to articulate the Project Brief and to accompany or inform a project plan for this Project. This final report provides an account of general findings for this Contract (1) and the resultant changes within the project management period.

This report also contains numerous appendix items that are a record of consultation with key stakeholders and visual schematics that have informed the consultation process. A detailed description of these reportable project milestones have been augmented with accounts of the substantial shifts in the dynamics, expectations and pressures that EDUPOV Pty Ltd was subject to during the time of this project. The Author seeks to note that the Report presented is an overview of what occurred throughout the project period, is by no means conclusive as to the perspectives of stakeholders who have engaged in the process (pending survey results) and has included reference to fact based accounts of delivery with oversight and comment by Geoff Lubich, Products Manager EDUPOV Pty Ltd.

By all accounts, and based on interaction with Directions Australia Board and Directions Australia employees there is substantial evidence to suggest that EDUPOV Pty. Ltd. has pursued and realised its contractual agreement, its requirements, its responsibilities and due to the common accord of Directions Australia has progressed to achieve a substantial shift in its business practices.

## **2.0 Conditions of Contractual Agreement**

It was noted in meetings prior to commencement of the “VLP Project” that the following deliberations were pursuant to the successful engagement of service of EDUPOV Pty Ltd to conduct its services to deliver as proposed.

This meeting on the 23<sup>rd</sup> August noted:

- Brightcookie (service provider) Quote for Service not considered for Project inclusion;
- Mahoodle installation and base administration access by Tuesday 24<sup>th</sup> August 2010 to be completed by Wise.NET;
- Wise.NET consultation required for Streamfolio plugin installation by EDUPOV;
- Simple Squarespace theme – Alexander Hayes to direct core structure incorporating Directions Australia CSS and logo for implementation upon presentation of a visual schematic – development was mooted to involve Brightcookie;
- Web accessible project notes – use of private Google site + Google docs;
- Access to all Project Staff and Stakeholder contact details – phone, email etc.;
- Written signoff on Contractual Agreement

### 3.0 Scope Deliverables Submitted – Directions Australia

Consultation with Directions Australia staff determined that project Manager Alexander Hayes would be reportable to Victor Lee, Business Capacity Manager who in turn would provide reporting to Directions Australia board pursuant with the Project Brief. Scope was limited to the following noted in the Project Brief for what was known as the “Virtual Learning Platform”:

- *19/08/10 - Proposal submitted to Directions Australia;*
- *20/08/10 - Proposal reviewed and signed off by both parties;*
- *23/08/10 - Project begins. EDUPOV to engage the Business Capacity team to scope the project and map the existing and the desire framework. The management team of Directions Australia will be at a Management Retreat on 26th & 27th August to plan our strategy for the foreseeable future. Any relevant information will be shared with you on 30/08/2010;*
- *30/08/10 - Systems implementation;*
- *13/09/10 - Systems testing;*
- *20/09/10 - Trial virtual platform with external stakeholders;*
- *27/09/10 - Evaluation and perform adjustments;*
- *10/10/10 - Launch and demonstrate Virtual Platform to the Consultants at Directions Australia’s upcoming Staff Conference*

Additions as variants to that scope were added prior to Project Brief submission including;

- **Server** - Our physical server is currently hosted internally at our Kingsgrove office and is in the process of being migrated to Melbourne to be hosted by WiseNet. We are under negotiations with TPG to transfer our existing dedicated connection services to one that connects between Kingsgrove and Melbourne. We are aiming to resolve this issue before this project begins;
- **Website** - Our Directions Australia website is currently offline and is also outdated. A simple website will need to be designed for the time being that allows our users (learners and trainers) to login and navigate

through to either our MyWiseNet or MaHoodle pages. The Directions Australia website will be hosted at our server and the migration will need to happen first;

- **Program Relationships** - Referring to the 'Program Relationships' diagram attached, a user should be able to navigate from their MaHoodle page to all other areas of our Virtual Platform, this includes MyWiseNet, Illuminate/Adobe Connect and Streamfolio without having to re-login;
- **Stakeholders** - Although none of the 4 key internal stakeholders listed above have plans to take leave within this project's timeframe, it is a risk that needs to be flushed out at our scoping stage when we begin the project;
- **Add to project scope** – Determine the compatibility between our virtual platform (i.e. Illuminate, Streamfolio & MaHoodle) and Directions Australia's staff mobile phone handsets. Our staff members currently use the Nokia E71 handsets;
- **Add to project scope** - Setup of the physical classroom at Directions Australia's Kingsgrove office to be dedicated to Virtual Learning. Cost of the equipment involved should **not** be included of this quotation;
- **Add to quotation** - Purchase of the SquareSpace program to setup our website. Directions Australia already has a yearly domain hosting on [www.directionsaustralia.com.au](http://www.directionsaustralia.com.au) that is currently not linked to any website content;

EDUPOV Pty Ltd. Responded to these requests by seeking articulation to consider deliverables in phase descriptions and that the process of project management process to include;

- **Proposal** – Address and complete Quote for Service
- **Acceptance** – 'Contractual Agreement' determined as acceptance of Quote for Service.
- **Commencement** – Establishment, Stakeholder Contact, Stakeholder Meetings, Stakeholder Determinations; Framework Mapping
- **Provision** – Contractual Compilation, Costings, Quotes For Service, Stakeholder Signoff

- **Systems Access** – EDUPOV Assay
- **Systems Implementation** – Stakeholder Brief, Testing Brief, Platforms Access (Mid
- **Systems Testing** (Mid Project Review) – Internal - Project Consultants
- **Systems Trial** - External - Stakeholder testing / feedback / surveys
- **Systems Evaluation** – All Stakeholders
- **Systems Launch** – Preview documentation, Demonstration & Feedback
- **Project Report** – EDUPOV to Directions Australia

#### 4.0 Risk Assessment

EDUPOV Pty Ltd has also conducted its own risk analysis and informed Directions Australia of its determinations as;

1. **Successive engagement** of the service of Alexander Hayes as Primary Consultant, engaging the services of Geoff Lubich as Secondary Consultant and in the unlikely case of interruption to service then the engagement of service of Senior Project Management Consultant Val Evans, representative of EDUPOV Pty Ltd.;
2. **Provision** of Brightcookie Quote for Service should determination or preference for service to achieve Project Timeframe be allocated, sought or realized;
3. **Complimentary Virtual Consultation** determined, recommended and presented in Commencement, Provision and Testing phases to achieve project outcomes;
4. **Comprehensive Consultation** with all Project Stakeholders as meetings and Virtual Consultations as required and provided throughout and as conclusive to all Project Stakeholders via electronic access

During numerous initial discussions between Project Manager Alexander Hayes and members of Directions Australia it was noted that tensions were apparent with Victor Lee, Business Capacity Manager. It was also noted that the primary host for Directions Australia infrastructural ICT hosting was also

reticent to commit to timelines as proposed for deliverables initially vetted to occur before 11<sup>th</sup> October 2010.

## **5.0 Communication - Presenting Challenges & Issues**

It was determined during early communication with Directions Australia staff that communication with Project Manager Alexander Hayes required notation and summary notes to be accessible via a Confluence wiki site hosted by Wise.NET and accessible to limited Directions Australia staff. This proved problematic and summaries were therefore provided to Business Capacity Manager Victor Lee for translation.

It was also determined that reporting of communications were to be made between Business Capacity Manager Victor Lee and all key stakeholders within the project parameter including unseen parties whose legacy of communication remained pursuant only to that Capacity role. Clear avenues of communication were kept between EDUPOV Pty Ltd and Directions Australia Board members at all times and meetings booked according to availability and as required.

Within a short time frame it was noted that communications with Wise.NET and the project stakeholders were pursuant on personal relationships and established communication between IT Manager and that of the Managing Director. Wise.NET continued to exercise that communication route until meetings between Directions Australia and EDUPOV in Melbourne articulated a need for established communication to include contracted Project Management staff.

During the six week period EDUPOV noted the following challenges in summary which in some ways duly effected the ability to address project deliverables:

- Business Capacity Manager, Victor Lee was dismissed from his role in Directions Australia;
- The departing of additional key business systems staff on new engagements;

- Recruitment and engagement of key new management staff in Client Services and New Business Services;
- Transition of staff from role-to-role due to re-recruitment processes;
- Wise.NET unable to fulfil timely engagement on proposed project milestones due to unforeseen circumstances (legal contractual) risk assessment required extensive additional consultation;
- Vital infrastructural needs known as server migration were in flux and needing determination and expediting critical virtualisation connections for completion were difficult (TPG);
- Existing infrastructural schematics not available for review – no visualisation of risk or structure outside of IT Manager scope;
- Project staff engaged in core duties and unable to determine process to solve existing capacity and delegation issues ;
- Network “stack” components lacking articulation – consultation required to identify core focus for project beyond a simple e-portfolio / LMS and website implementation.

This is by no means an exhaustive list of presenting challenges and it must be noted for the purposes of this report is not inclusive of the internal presenting issues that were solved with extensive consultations between all parties to voice needs and wants. Throughout the project EDUPOV staff persistently requested access to information from primary host Wise.NET and Directions Australia IT staff including;

- Thin client assessment considerations
- Network infrastructure structure
- Risk assessment protocols
- Service level agreements

EDUPOV provided all project stakeholders with the following points of contact to expedite this project;

- Direct mobile communication with Project Manager
- Email contact with Project Manager and support staff
- Meeting times and project assessment points of face-to-face contact

- Virtual Helpdesk support
- Project Review points

## **5.0 Consultation & Needs Analysis**

EDUPOV Pty provided Directions Australia with expert assistance and consultation to inform the bigger picture of bringing Directions Australia into a robust and futures facing organisation;

- Identified the core nomenclature to consult, engage, build and employ a virtual learning platform (VLP), a virtual learning environment (VLE), a virtual business environment (VBE) and a whole-of-organisation ICT Strategy
- Conducted a Business Needs Analysis that highlighted infrastructural requirements for Streamfolio, a video portfolio product
- Identified and realised a functioning website with an integrated Helpdesk function
- Established a need to define and articulate the infrastructural changes required to bring about a Single Sign On option for Clients and Staff alike unifying services with the greater ICT environment
- Provided contact with key Consultants to successfully demonstrate the ability of a learning and content management systems
- Engaged the services of key network figures on a national and international level to run the 11<sup>th</sup> October Staff conference
- Established contacts and communication pathways with expert service delivery to meet the requirements of the organisation
- Provided time and assistance to Directions Australia Managing Director Dianne Wallace to talk through business strategies to better address personal needs for mobile access to systems
- Exhaustive feedback and reporting to inform the consultation and build needs of the VLP, VLE, VBE and ICT Strategy of Directions Australia

## **6.0 Project Outcomes**

The following subheadings contain an account of deliverable components achieved by EDUPOV throughout this project with reference and descriptions of those items included in the Scope which due to changes in the build parameters of the project are pending:

1. **Map existing / desired framework** – an exhaustive internal and external service provision consultation process involving all stakeholders identified key infrastructural build requirements, dependencies, service provision pathways and exact processes to map workflow to “lampstack” provision – see appendix schematics
2. **Oversee and Test Virtual Learning / Conferencing Platform** – Mahoodle was installed on a Windows 2008 server and made available for Directions Australia staff to test. EDUPOV established Administration protocols, induction development and access to key Consultants for content creation. Elluminate provisioned, accessed and tested for 11<sup>th</sup> October showcase.
3. **Source and Direct Staff Conference Showcase** – EDUPOV sourced key experts to facilitate the 11<sup>th</sup> October Staff Conference engaging participants in virtual and physical demonstrations of the capacity, ease of use and access from many points to it’s installed existing components
4. **Website** – Identify platform, scope content, resource expert and complete simple engaging Squarespace website for public access
5. **Branding** – EDUPOV provided consultation for Directions Australia to determine a visual design and template development for use throughout its online systems
6. **Thin Client Assessment** – ongoing - multimedia “lab” still under consideration pending Thin Client Assessment
7. **Virtual Helpdesk** – EDUPOV recommended and provided consultation as to the use of a virtual Helpdesk – Zendesk
8. **Resolve ISP Connection** – Extensive interrogation of existing ISP contractual conditions resulted in TPG connection between primary host and primary worksite for Directions Australia
9. **Domain Consolidation** – Four differing domain hosts consolidated into one, registrations and management of service completion;

10. **Evaluation** – EDUPOV has provided verbal and meeting oriented feedback to internal stakeholders of adjustments required and projected costs associated to engage third party providers for Contract For Service (2) implementation

## 7.0 Recommendations

The following list of recommendations is derivative of the Directions Australia Virtual Learning Platform project and is provided as a guide to inform future project objectives that ensure success of DA virtualisation:

- **ICT Manager** – a role within any organization that provides critical, timely, state-of-art whole of organisation consultation and leadership; who acts as broker to ICT development; who manages complex projects and provides oversight to internal or external provision of training
- **ICT Group / Team** – Key line managers are critical to the success of support, engagement and compliance to systems accordingly; recognising this team will result in actualisation of goals and targets
- **ICT Strategy** – identify key existing policies and develop new policies according to the needs of anyone accessing any Directions Australia systems ...these are needed as components of Moodle and Streamfolio and involve the privacy and security needs of individuals providing sensitive information using DA systems
- **Failsafe** – establish failsafe and legally binding SLAs with all providers to ensure stability of VLE and VLP for the futures needs of clients
- **Training & Professional Development** – by establishing and recognising the work of employees who offer above and beyond their roles a body of – e-learning mentors there will be significant success in uptake of new systems from the outset.
- **Network** – establish and maintain connections with ICT experts by providing Staff and Clients with the appropriate permissions to publish, to disaggregate and to host constructive critical thinking in a climate of trust

## 8.0 Conclusion

Directions Australia has positioned itself to engage with its Clients and Staff using an advanced infrastructure and unique ICTs framework driven by a strong ICT Strategy developed and completed in the main part with EDUPOV Pty Ltd Project Management oversight. Within six weeks EDUPOV Pty Ltd has provided Directions Australia with an intellectual and practical framework within which to:

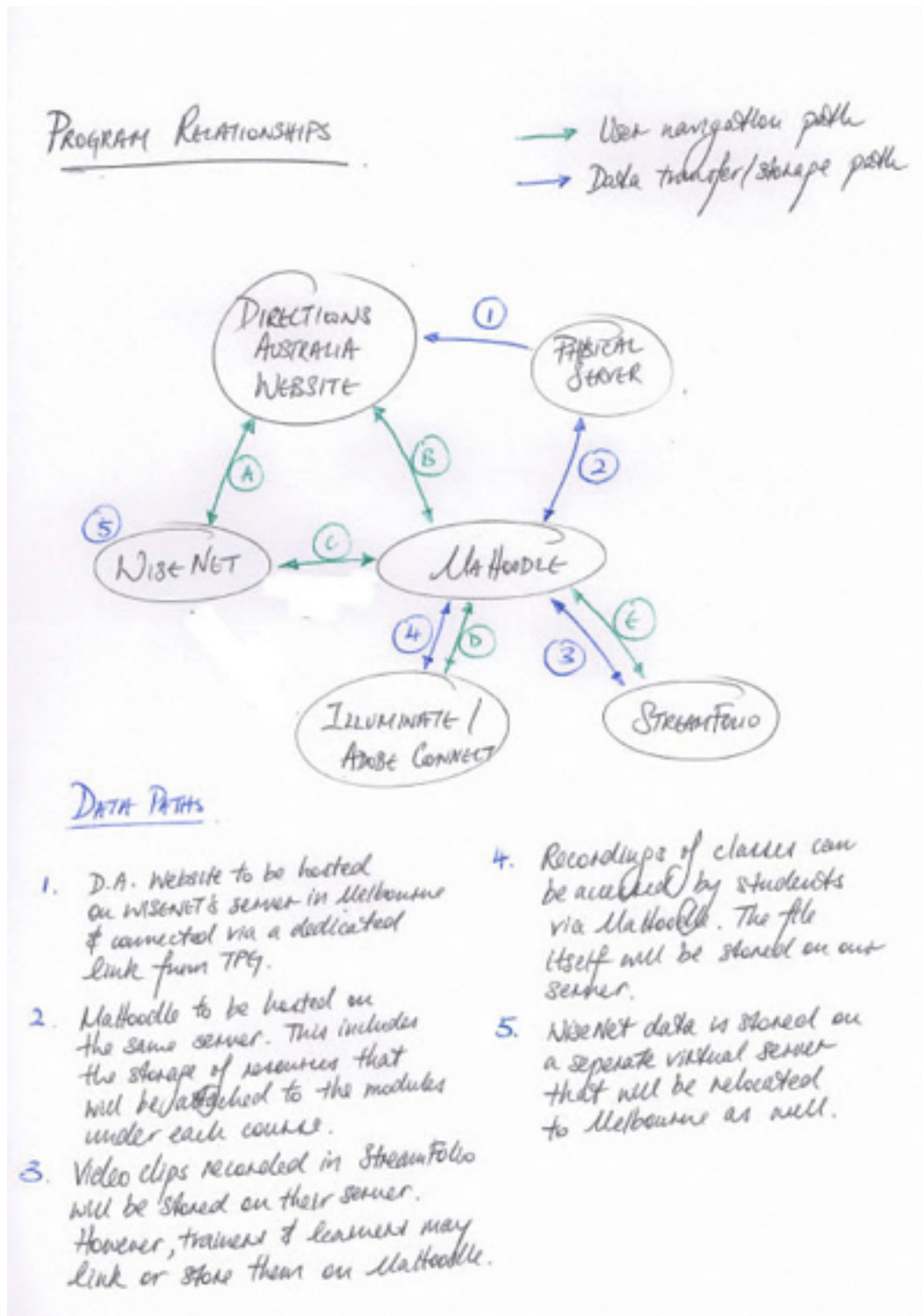
- Engage with third party ICT stakeholders;
- Articulate its vision through to practical application for its Staff & Clients;
- Model effective and desired communication pathways for internal and external stakeholders;
- Provide extensive individual pathways for both Staff and Clients to manage their ICT related creations and processes.

Directions Australia has confirmed its engagement on Tuesday 12<sup>th</sup> October 2010 to continue service engagement with EDUPOV Pty Ltd to oversee and manage the Business Needs Analysis need to achieve the following:

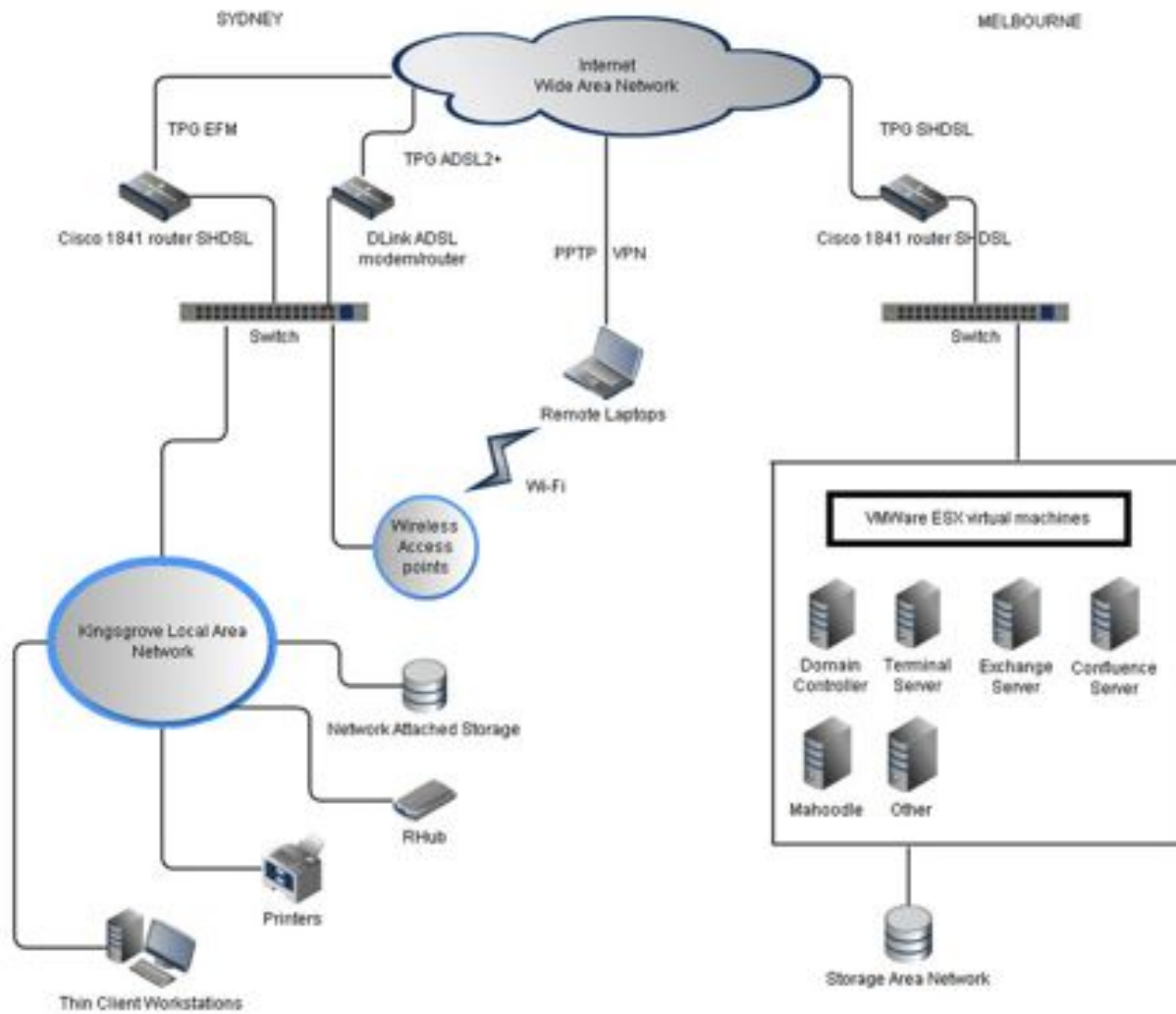
- Map staff roles and workflows to VBE “desirable” process by analysis and needs basis assay
- Identify, raise and resolve risks associated with LMS, LCMS and VBE integration with existing systems in conjunction with primary host Wise.NET and third party provider Brightcookie
- Oversee and ensure compliance of third party provision for whole-of-organisation Thin Client Assessment to inform acquisition and provision recommendations
- Establish, monitor and report on communication between internal and external stakeholders for Directions Australia oversight
- Identify training, support and associated end-user requirements by Directions Australia staff and stakeholders
-

Throughout this project EDUPOV has provided risk assessment communication feedback to better inform the choices made by Directions Australia to make a valued and informed judgement on the systems, services and support required for a virtual learning and virtual business environment.

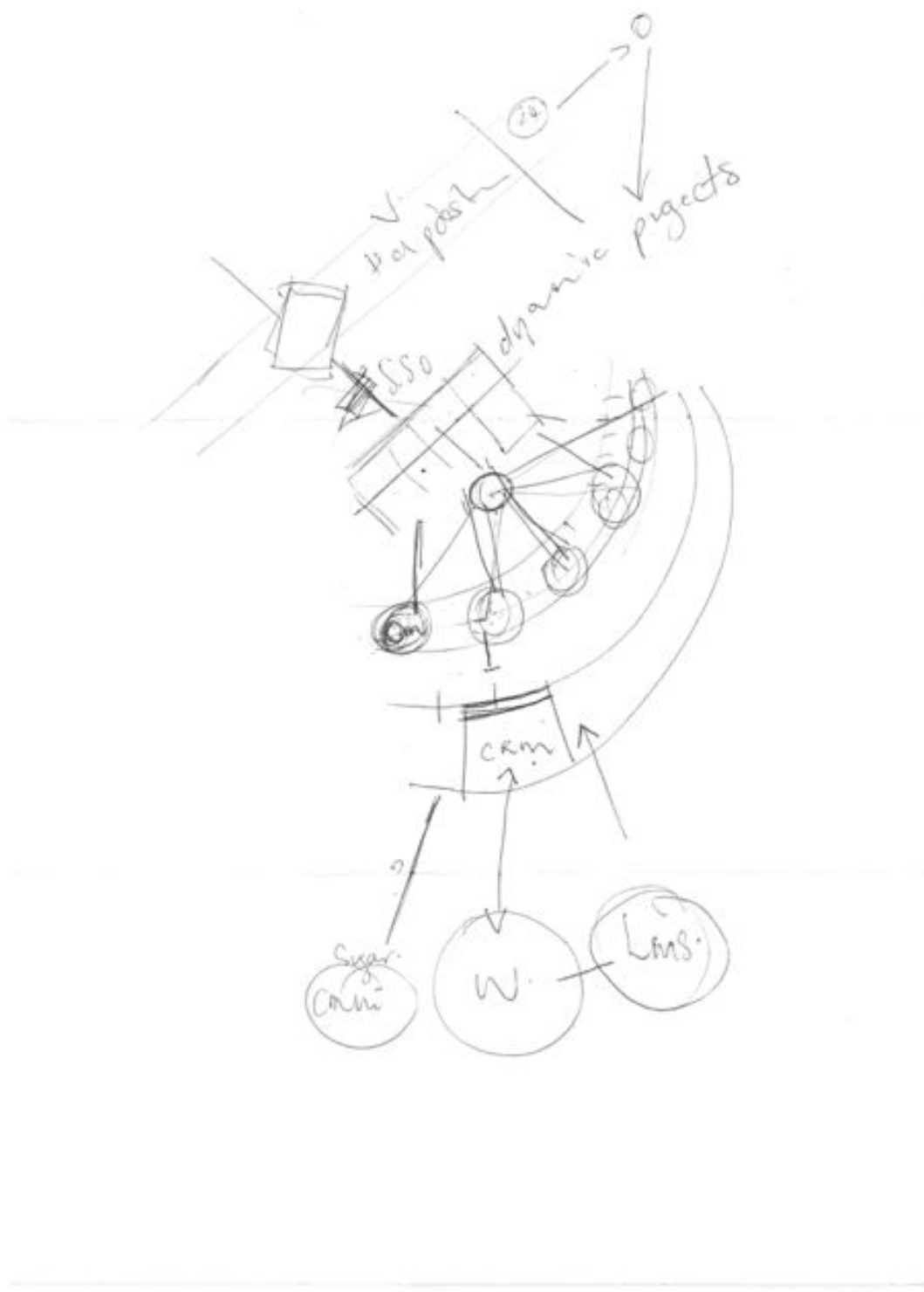
## Appendices



### Appendix 1.0 - Program Relationships

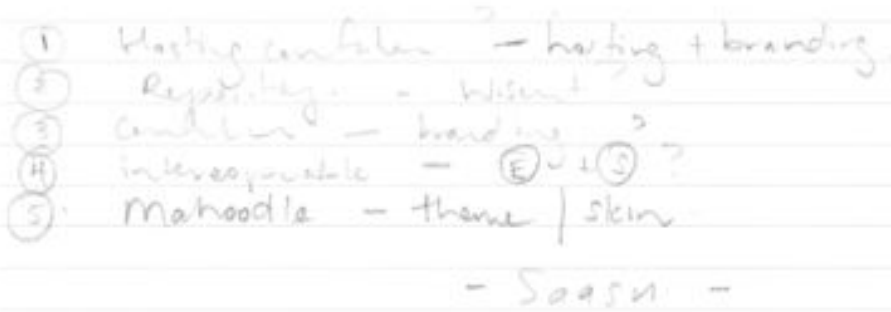


**Appendix 2.0 - Data Service Map**

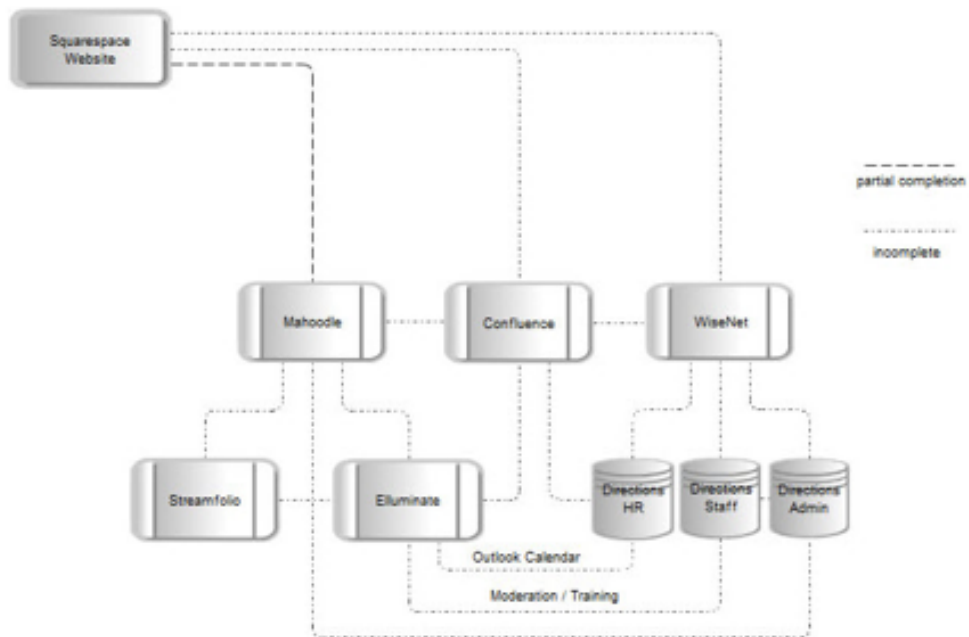


**Appendix 3.0 - Systems Analysis Drawing**

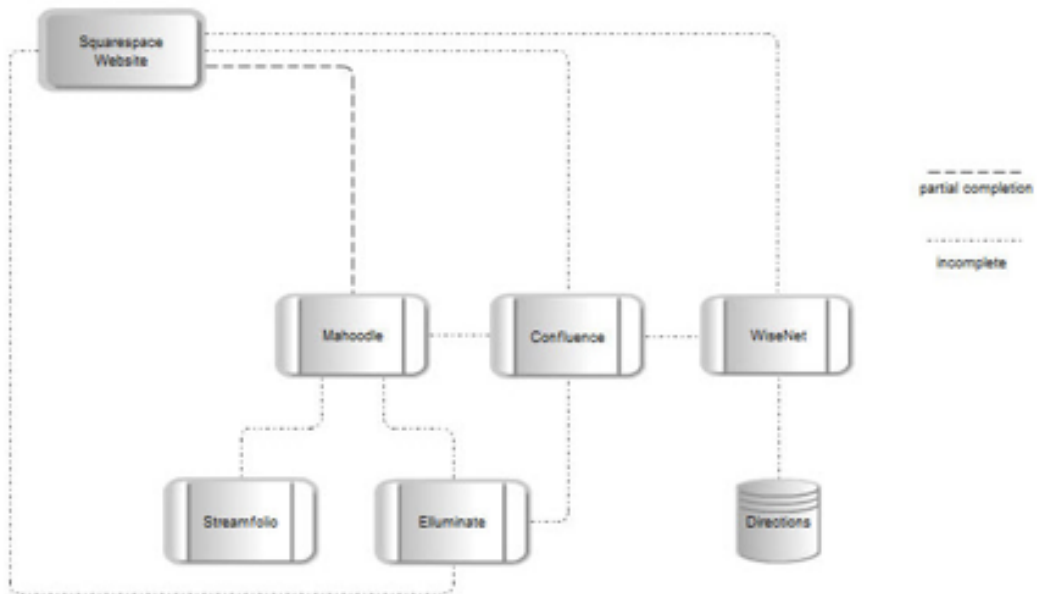
## ADELAIDE - BRISBANE - MELBOURNE - SYDNEY



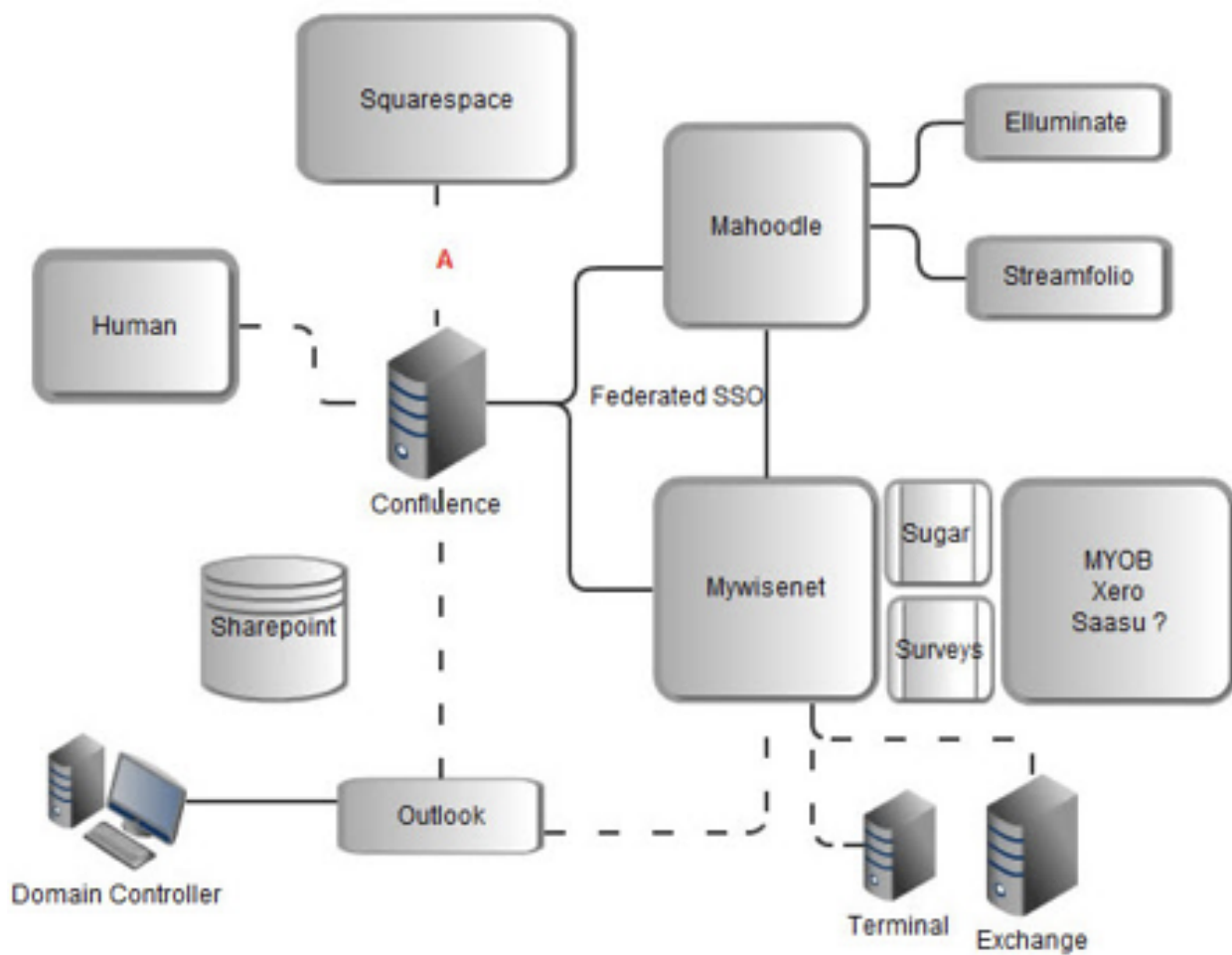
## Appendix 4.0 : System Flows Mapping



## Appendix 5.0: Completion Mapping 1.0

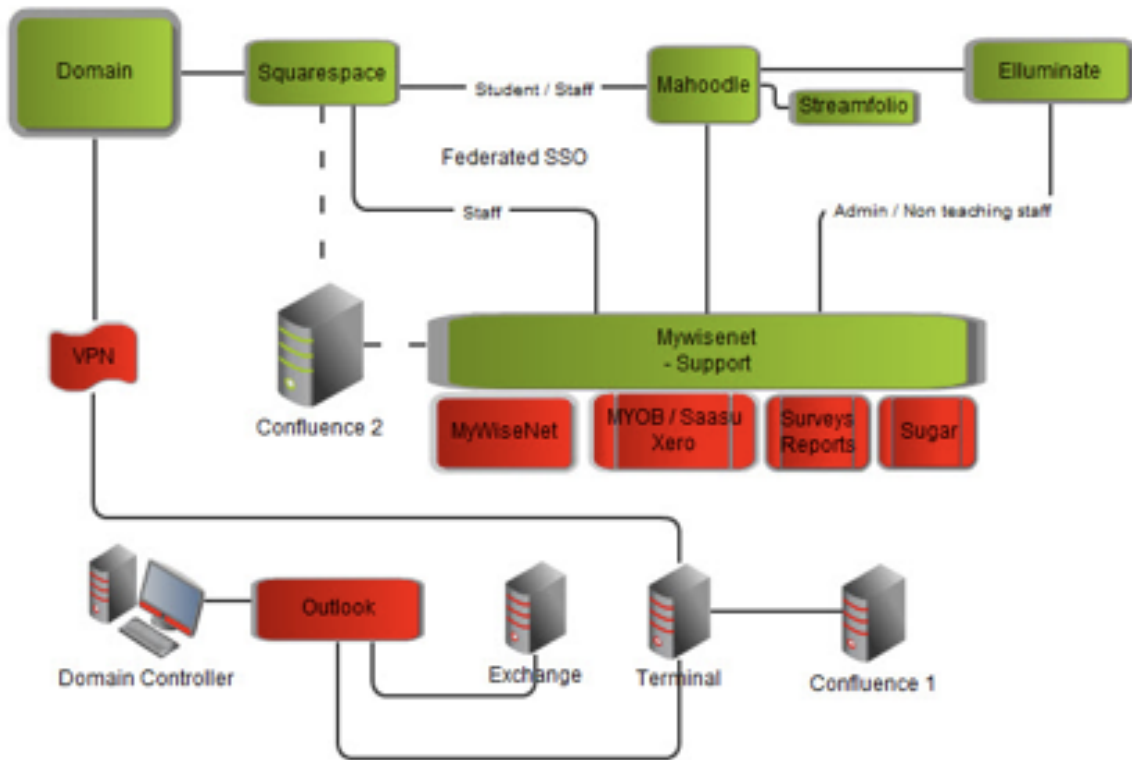


## Appendix 6.0: Completion Mapping 2.0

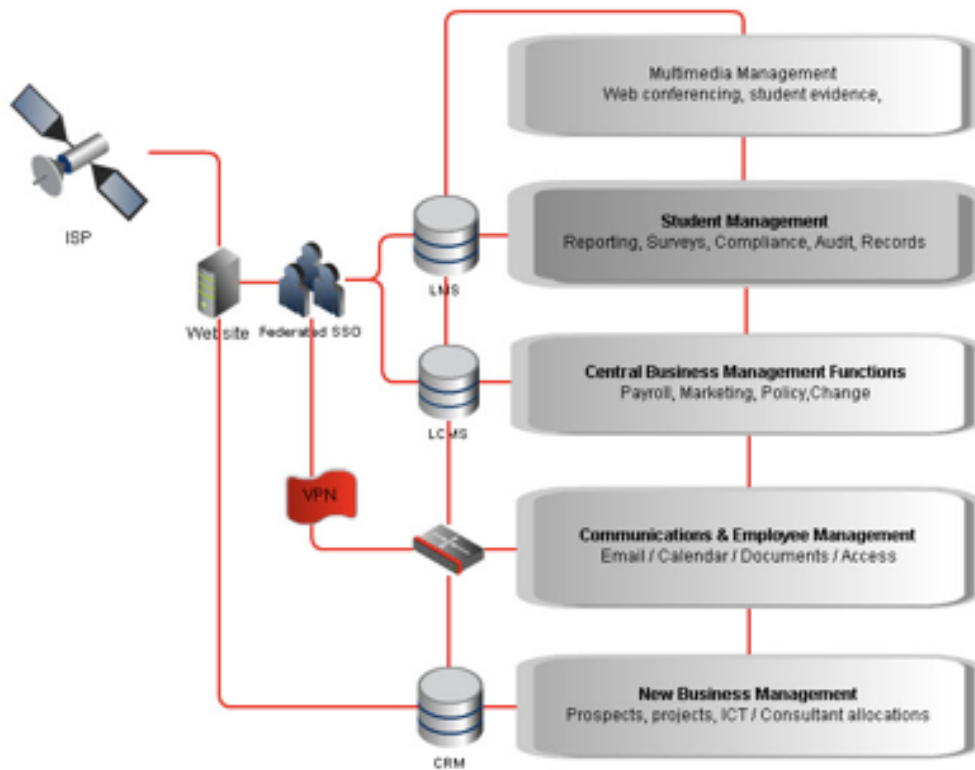


**Appendix 7.0 : Proposed Systems Integration 1.0**

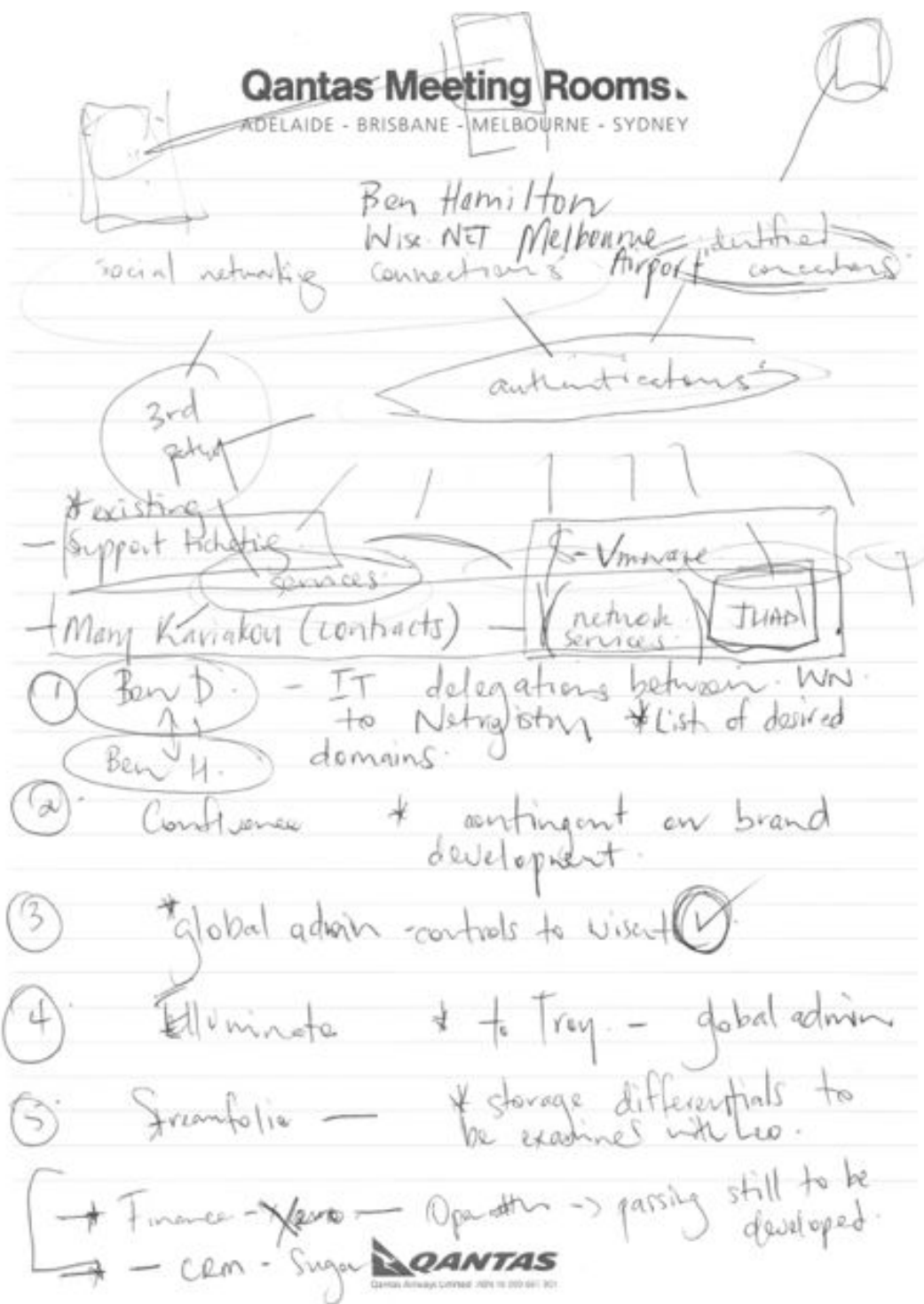
## VLE TECHNICAL SPECIFICATIONS - VERSION 4



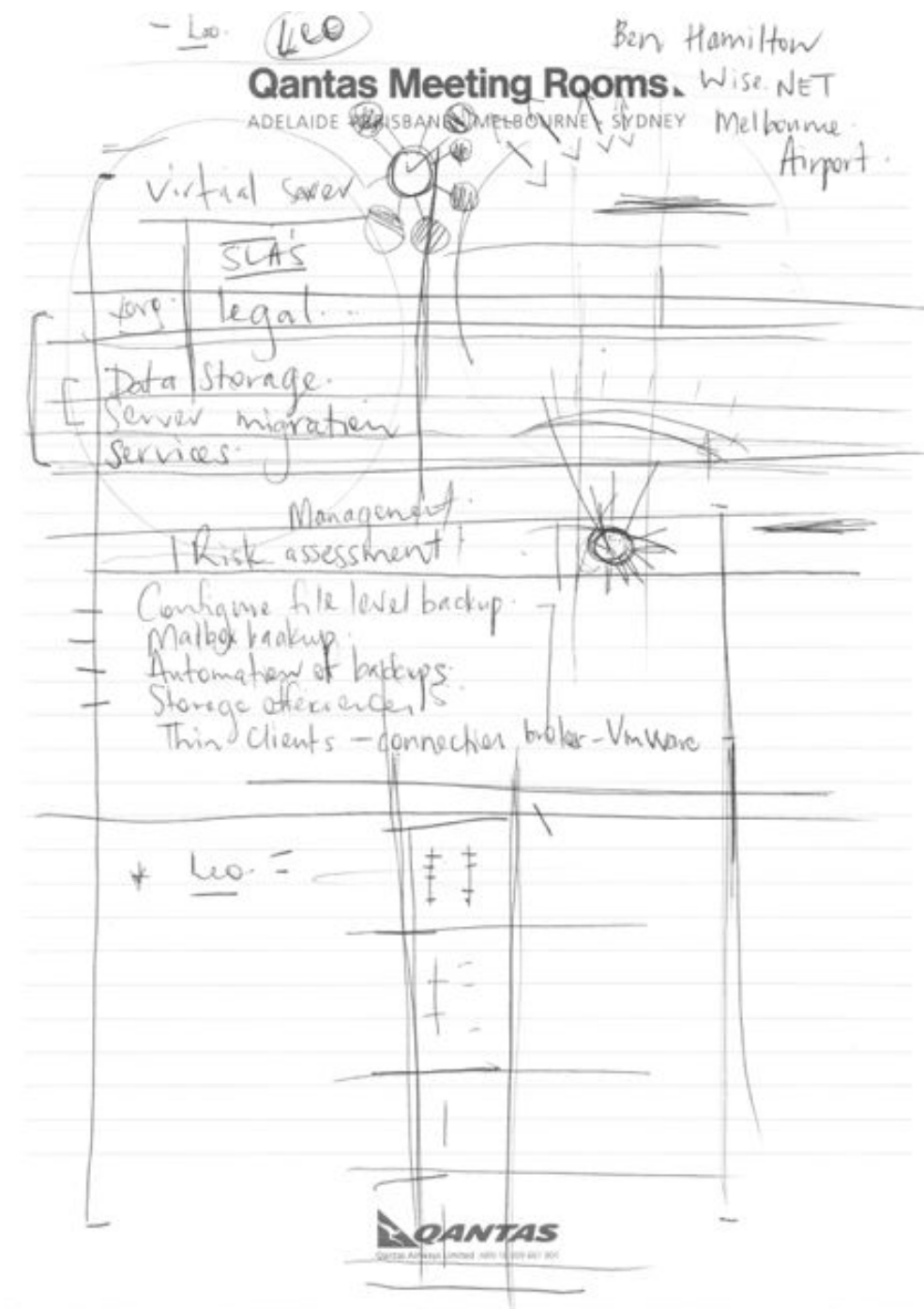
### Appendix 8.0: Proposed Systems Integration 2.0



**Appendix 9.0: Proposed SSO Systems Integration**



## Appendix 10.0: Project Notes



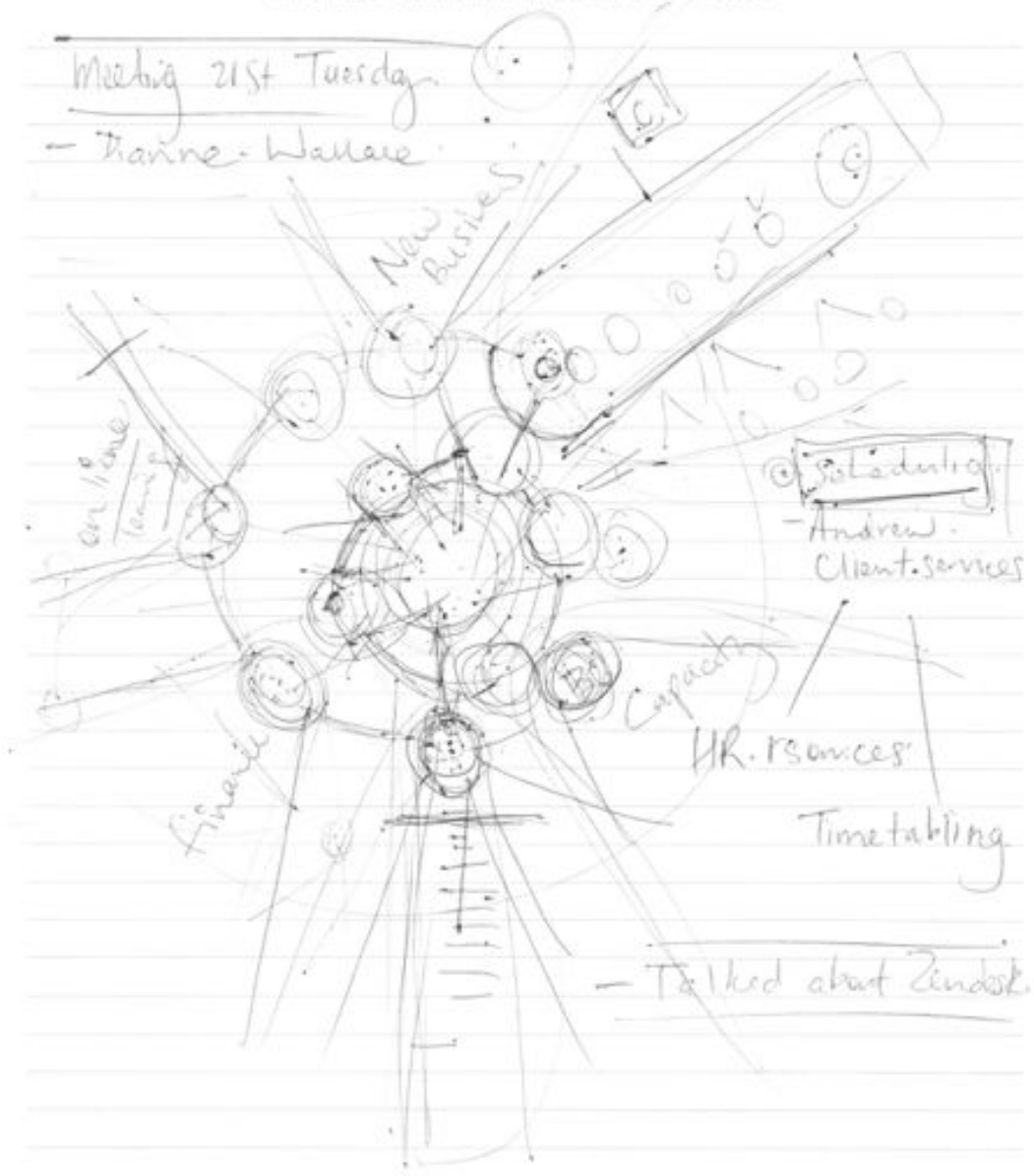
## Appendix 11.0: Project Notes

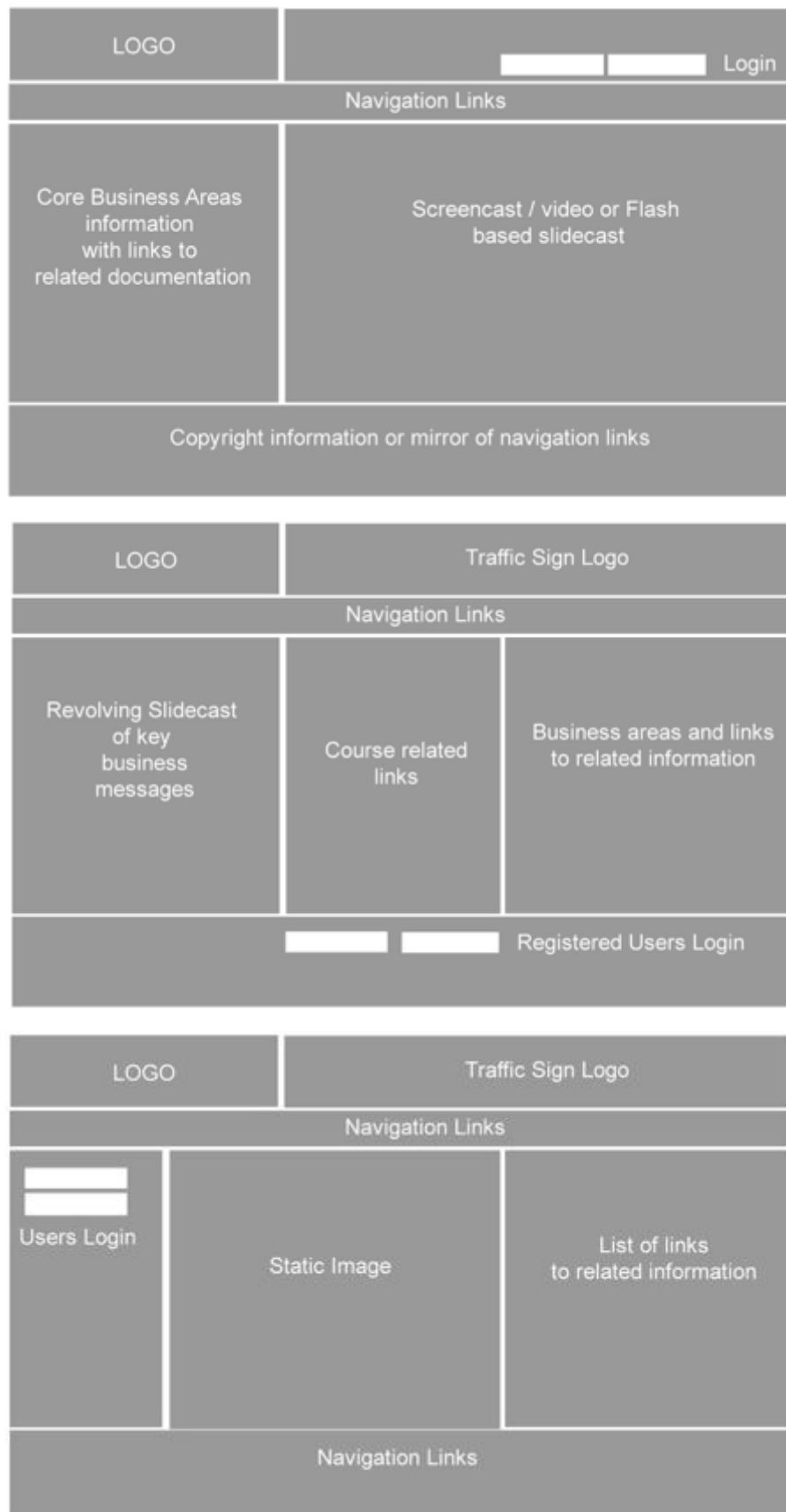
BC	Deployment	Wiserite	Ben Hamilton
Time	* primary contract	* global admin controls for <del>Atahoodle</del> - both applications only available to WiserNET.	
	* Elluminate - SAS control Ben D.		
		Moodle Bridge is Tray K + WiserNET.	
	* S+A - monthly.	(Vclass)	
	* Streamfolio - Leo's team to WiserNET.		
	plugins eg. Gliffy		
Theme	* Confluence - install > global Admin to		
	* <u>sugarcrm</u> - transition from WiserNET DB to Sugar.		
Implement	* <u>Al fresco</u> - (Hosted) -> BC to factor		
	share - store	Spread sheet	
	migration	redundant/ upgraded	costs.
30 days	* waiting Comms to be established		(TPG) \$
portal	* Backup external	store to device	\$
	* Data terminal exchange	virtual server + sub servers	\$
	* server rack - room		\$
vmware	* Vmware - patch panels - routers configuration.		TPG + BC \$
	Efm.		
	Testing		

## Appendix 12.0: Build Notes

## Qantas Meeting Rooms.

ADELAIDE - BRISBANE - MELBOURNE - SYDNEY





## Appendix 14.0: UI Mapping

20    30    40

Virtualisation : Ben D.  
Ben H. Lee

Thin client : Ben D / Alex  
Lee

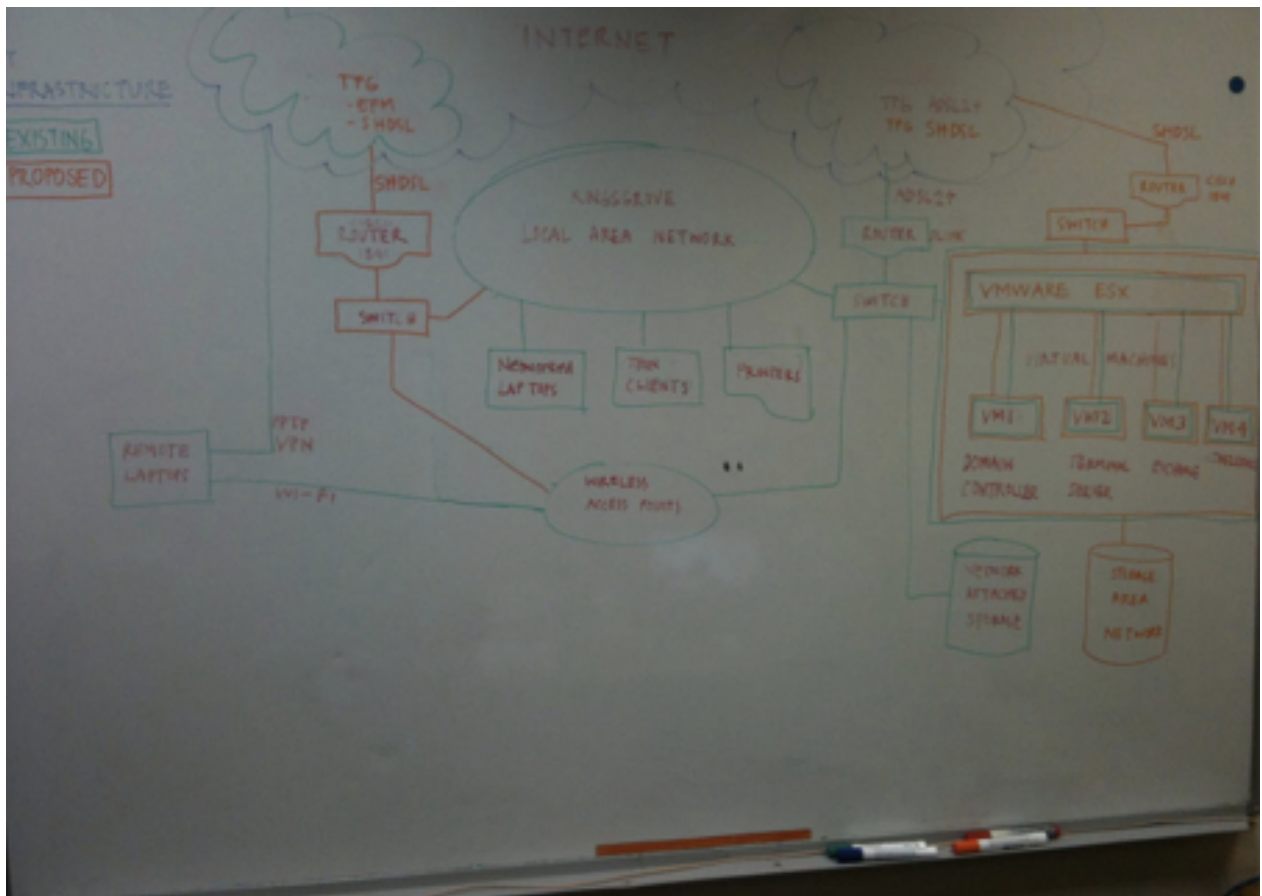
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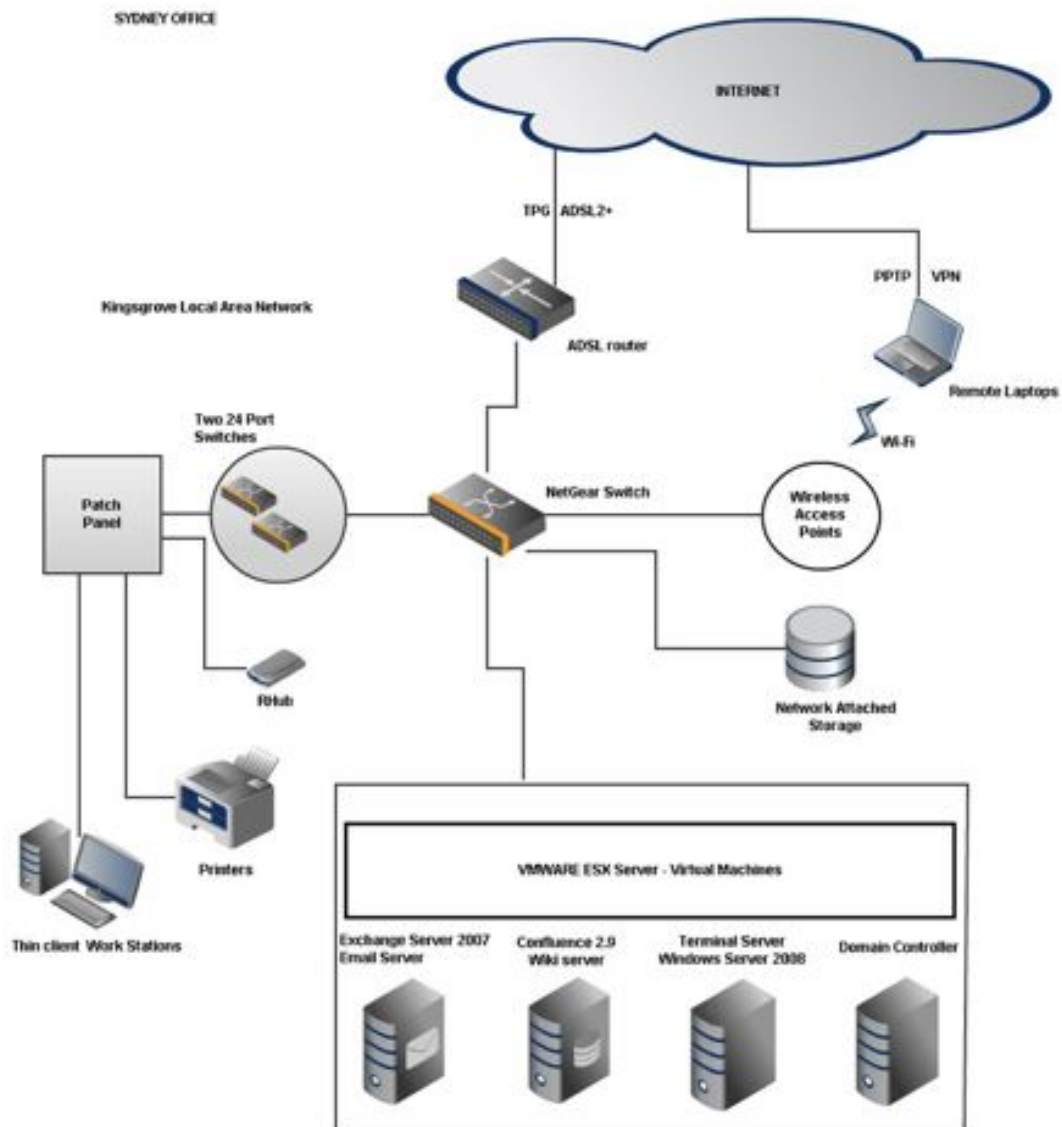
Design Approach : Lee, Ben H.  
Ben D. \$5

Scopiter re sprae / sheet

## Appendix 15.0: Virtualisation Discussion



## Appendix 16.0: Virtualisation Roll-Out Discussion



**Appendix 17.0: Final Systems Schematic**

